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## POSITIVE ACTION

FOR

### INTEGRATING WOMEN INTO MANAGEMENT

PM  
13:45

Joy Moore and Frank Lavery

OUR PEOPLE AIM IS THE EFFECTIVE AND  
APPROPRIATE UTILIZATION OF HUMAN RESOURCES.

variation of this "motherhood" decree is included in every statement of organizational or management philosophy. The "motherhood" label can be removed only when management indicates by action that the term "human resources" is "women".

### CONTINUITY

Most organizations have not felt the impact of the women's revolution. It is not a game or a passing fad. It is a revolution which will gain momentum and create extensive economic, social and political reactions. Survival from this revolution may depend on the implementation of a "positive" program for integrating women into management. Management appears to favour a "do only enough" strategy associated with a social or political issue. By doing only enough to keep out of trouble, organizations can wait for a new issue to surface. Pressure caused by a newly, popular issue may cause a change of emphasis so that the previous issue can be played down. The "do only enough" strategy is applied to the issue until it is superseded by something else. The "do only enough" strategy is evident in the following situations:

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POSITIVE ACTION

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Joy Moore and Frank Lavery

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Most organizations have not felt the impact of the women's revolution. It is not a game or a passing fad. It is a revolution which will gain momentum and create extensive economic, social and political reactions. Survival from this revolution may depend on the implementation of a "positive action" program for integrating women into management.

Management appears to favour a "do only enough" strategy when faced with a social or political issue. By doing only enough to keep out of trouble, organizations can wait for a new issue to surface. Pressure caused by a newly, popular issue allows a change of emphasis so that the previous issue can be down-played. The "do only enough" strategy is applied to the new issue until it is superseded by something else. The "do only enough" strategy is evident in the following situations:

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- Bilingualism had a national political impact but the effect within organizations was localized in Eastern Canada. The Federal Public Service is possibly the only organisation outside of Quebec which felt the true impact of bilingualism. For obvious economic and political reasons, most other organizations "do only enough" to appear supportive.
- Ecology replaced bilingualism as the most popular issue. Organizations reacted to legislation and public campaigns by preparing plans and policies and a few even took action.
- Economic conditions, inflation and fear of recession, pushed ecology off the front pages. Although bilingualism, pollution and similar issues pop up now and then the state of the economy holds court.

Analysis of the drastically changing life pattern of women reinforces the view that the women's revolution will not disappear. It will be a continuing source of management concern. The 'do only enough' strategy is an inappropriate response. Women will expect and will demand "positive action" which ensures equality.

The following facts outline the changing life style of women and emphasize the point that women must be considered a major source of workerpower which demands fair and equitable treatment:

- Women are marrying younger but more women are remaining single.
- Families are smaller.
- Child bearing ends for most women in their late twenties.






- Transportation and the mechanized household makes it easier for women to work.
- Women need the money.
- Single women work an average of 35 years.
- Married women work an average of 20 years.

#### ACTION AVAILABLE TO WOMEN

Women can and will apply political and economic pressure to get their demands met. Some probable actions are:

- Women control enough votes to decide future Federal and Provincial governments. Politicians will react with more effective human rights legislation or face defeat at the polls.
- Women control enough purchasing power to force inequality employers into bankruptcy. Economic boycotts will be a major, pressure technique of the next decade.
- Women will participate in mail and telephone campaigns which will disrupt and tie-up the business life of inequality corporations. The "telephone tree" has been effective already in forcing a corporation to remove a sexist advertisement.
- Women will develop a powerful pro-active organization. Their initial target will be control of unions in which they have numerical strength. There is nothing sacred in the present unionization structures. An international "Union of Women of America" with members from several industries is a probable outcome. A union of this type



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will include eventually the small pockets of poorly paid women in service industries.

Women have the numerical strength, the power and the time to continue the revolution. They still lack the organization, finances and support of enough women for a concerted effort. Management has the time to react appropriately but the gap is shortening day by day. Organizations which do not develop "positive action" programs face a troubled future.

### POSITIVE ACTION PROGRAMS

Women can and will force compliance but there are other reasons for "positive action". Management talent will be the major shortage during the 1975-1985 period. In addition, we are facing a productivity crisis which can be met only by effective management and maximum utilisation of human resources. A "positive action" program directed at the inclusion of women in the term "human resources" is not only socially responsible but makes economic sense. We need managers and we need productivity...why not use all our workerpower to meet these needs.

The following paragraphs describe the action steps in a "positive action" program for integrating women into management. The program is modeled at Figure 1.

#### Senior Executive Involvement - Action 1

The senior executives (chairman, board members, president and executive committee members) must participate personally in a "positive action" program. It is not enough to distribute







letters of intent, policies or video tapes of the president's sales pitch throughout the organization...personalized involvement is the measure of commitment. The examples set by the senior executive group will be a major factor in the effectiveness of "positive action". Senior executive must not only be interested, they must be seen to be committed.

#### Program Manager - Action 2

The "positive action" program manager must have "organizational clout" through status, experience, credibility and a communication channel to the top. It is inappropriate to treat this as another normal task for the director of personnel. Personnel directors are forced to delegate the responsibility due to involvement in other important labour and human resource issues. The outcome is a junior person administering a fragile program reporting to a too busy executive which adds up to a second rate effort.

The organization which believes in "positive action" for women will place the responsibility for implementation in the hands of an energetic, mature, senior executive at the vice-president level, supplied with funds, staff and support from the board and executive committee to move on a planned, controlled path to equality. In the early stages "positive action" is a full time responsibility thus the person selected is released from other duties.

#### Task Force - Action 3

The preliminary planning for "positive action" is done most effectively by a task force with male and female members.







The effectiveness of the task force will be increased if board and executive committee members participate as members or resources. Their knowledge of the total organisational picture plus their "linking pin" role to their senior colleagues is a valuable contribution. In addition, their involvement will provide an image of importance and support to a task force studying an "explosive" issue.

The final selection of task force members is the responsibility of the "positive action" program manager. The executive committee indicates its support by approving and announcing the terms of reference and membership of the task force.

"Positive action" for women is an organization development intervention which can be implemented by internal persons, or by external persons or by an internal-external mix. Maximum payoffs come from the internal-external mix. Consultants who have studied and worked with the issue can make a superior contribution to the program but the follow-up and day to day activity is an internal responsibility. The external consultant should be available to the task force from commencement of the "positive action" process.

#### Human Resource Analysis - Action 4

An early step in the solution of a problem is the determination of the present condition. The following information is needed for a human resource analysis:

- The number of women presently filling managerial/professional positions by levels, salary ranges, line, staff and time.





- The estimated number and types of managerial/professional positions which will be vacated or established in the short run (1 year) and the long run (5 years).
- The availability of women for managerial/professional positions. The skills and management potential of the women presently in the organization must be identified. In addition, the availability of talent on the open market plus the output of our educational institutions must be estimated.
- The condition in the organization must be compared to similar organizations and to the trend in the area and the Country as a whole.

#### Objectives - Action 5

Numerical objectives for women in management positions can lead to staffing with unsuitable candidates if quantity becomes more important than quality. Nevertheless, measureable objectives are a necessity in a "positive action" program. The objectives are established after the human resource analysis so that attainment is known to be possible yet challenging. Objectives set in a range of minimum acceptable - target - maximum probable provides additional flexibility. Attainment anywhere within the range is acceptable performance. Ranges are more realistic and viable than a one figure target.

Long range objectives are established covering a five year period. The short range objectives are the targets established for each year of the long range plan. The comments below refer to the one year program objectives at Figure 1.





The aim is to integrate women into management from the past actual or present condition towards a target condition within an acceptable range. The performance is measured against a range of quantity, quality, cost and time indicators. The feedback information supplies early warning and allows corrective action when a problem condition is indicated. The targets in Figure 2 are examples only and do not describe a specific or model situation. There are other indicators which can be used in lieu of or in addition to those in the example. Performance indicators "pop out" when a creative approach to "positive action" is implemented.

Quantity is described as the number of positions in each management level but salary ranges can replace levels. The number of positions in each salary range is an appropriate indicator in organizations which have several position classifications and where professional persons, who are not managers in the usual sense, are included.

The quantity indicators emphasize the need to create a base of experience at the supervisory and middle management level. Some women in senior positions are not performing adequately because they lack the preparatory experience. Women need role models as examples but "tokenism" will do more harm than good. Organizations must guard against staffing senior positions with unqualified women. It is better to leave the positions vacant than to put a woman in the front window.

The majority of women managers are in staff/advisor positions where they develop in their specialities. Operating





positions provide the scope to manage people, to plan operations, to solve problems and to make decisions. It is on the firing line where managers are developed and identified for increased responsibility. Manufacturing organizations measure the quality of their performance by market share. Quality of "positive action" for women is measured by the women's share of line/operational positions.

A "positive action" program for women costs money but the return will be tenfold. Administration cost is mainly salaries. Staffing and direct training costs will be increased. Indirect training costs are the worker days used up by participants on training programs.

#### Staffing - Action 6

Staffing persons require training in the use of non-sexist language and in techniques for interviewing women. Women and men are not inter-changeable commodities and interviewers must understand the basic differences. The insulting queries and apparent insensitivity of many interviewers has "turned off" high potential women. Times have changed. Women will not accept insulting, personal questions nor will they join organizations which appear discriminatory. Interviewers are usually the first persons met by prospective employees thus it makes sense to develop interviewers in the techniques for dealing with the emerging issue...womanpower.

Women are no longer whining for a chance. They are taking a logical and rational approach to finding appropriate positions. This change of attitude suggests that recruiting campaigns to





locate suitable women will be a normal activity during the next decade.

Discrimination is a major issue with which organizations must cope. Women have been discriminated against in the past but we must be cognizant of the probability of reverse discrimination against male candidates. When sex becomes a major factor for appointment or promotion, reverse discrimination is in operation. A well designed assessment centre will reduce discrimination and emphasize candidate selection based on capability and performance. In addition, the assessment centre data can be used to identify potential and to determine training and development needs.

The majority of women managers are in the visible, front window, staff positions. Staffing action should include a system which moves effective women through staff positions to operating positions. This frees up positions so that new appointees can get "management baptism" in the less volatile, staff jobs, and tested women can be integrated into line operations. Due to cultural conditioning, men expect women managers to be less effective and will react violently if the performance of women managers is reflected negatively on the bottom line. Rotating women from staff to operating positions is an effective way to reduce the risks.

There may be a need to restructure some jobs to make them appropriate for women especially if there is some heavy, physical work involved. Restructuring is the exception at the management level. Women are effective in doing the majority of





jobs presently in the male manager's domain. The old myth that women should not or will not travel has disappeared. The emerging woman manager is prepared to do what is required to perform effectively. Job restrictions are in the minds of men not in the actions of women.

#### Training And Development - Action 7

A "positive action" program requires considerable development interventions. Some possibilities are:

- An introductory awareness program for women only is useful. It provides a reinforcing opportunity to understand cultural down scripting and to initiate ways to approach the issue positively. Short, two or three day, women only programs are valuable but all other awareness programs should be in mixed groups.
- A mixed workshop setting is useful in dispelling some of the myths about women and removing the barriers to integrating women into management. Two approaches can be used depending on the population being developed.
  1. A men's group and a women's group meet separately for one day to discuss the issues. The groups are brought together for day two and three. Organisation development activities are applied to identify the issues, search for alternative actions, decide on solutions and mutually cope with the results.
  2. Approach 2 differs from approach 1 in that the separate groupings are eliminated. The integrating women into management process is started in mixed groups.





- Another effective method is to introduce mixed groups to transactional analysis (TA) with the exercises directed at "positive action". TA provides the language and a model for understanding and dealing with the issues involved.
- Inclusion of women on task forces, project teams and study groups will provide women with development opportunities and men with the awareness that women can produce effectively. In a workshop setting, mixed men and women teams produce a superior product to that produced by men teams or women teams. In a problem solving situation, the cultural backgrounds are complementary. We expect similar results within organizations although there is little experience to support our expectations.
- Task oriented organizations often start group problem solving activities without taking time to build a team. Start up in project teams and task forces is usually a frustrating experience as members flounder around. All group problem solving activities should commence with teambuilding. Now that women, a new dimension, have been added it is even more necessary to provide time for teambuilding.
- "Positive action" includes a conscious development effort. For the first few years, it is necessary to allocate women a proportion of the spaces on development and training programs.
- The need for operational experience was mentioned earlier. It is repeated here because all the training and





development in the world is useless without the opportunity to apply the learning in real work situations. The opportunities exist in the right mix in line/operational positions only.

- Male managers who act as mentors for women must be selected with care. Some may oppose the organisational woman and some fear the competition. The mentor should have a history of effective development of managers, be mature, secure and energetic and understand the "positive action" program completely. Women need effective mentors and require the opportunity to work with the best managers of both sexes. This requirement will only come about if it is a planned process.
- Women must consciously seek development opportunities and should plan a personal development program. A minimum requirement is to read three professional journals and one management book monthly; to attend one seminar or conference semi-annually; to be an active member of one professional society.

#### Language - Action 8

Previously we measured the quality of a communication by readability in terms of clarity, conciseness, completeness, consistency and correctness. Now communications are checked for sexist or discriminatory language.

The revision of present policies and procedures and the initiation of new ones will be in non-sexist language. A "positive action" employer ensures that its advertisements and





communications are devoid of sexist propaganda. The non-sexist communicator uses terms such as person, their, they, all, and one. Sexist pronouns are dropped altogether or are replaced by descriptive nouns. Substitutes are used for the "man" suffix or prefix such as worker instead of workman and workforce to replace manpower.

An additional quality measure for a "positive action" program is the percentage of the organization's procedures, policies, advertising and other communications which is in non-discriminatory language. Revision must be a planned, controlled effort not a casual happening. A quality indicator of material revisions is included in the program objectives at Figure 2.

Removing discrimination of women will be assisted by a conscious move to non-sexist language. The organization which includes women in the term "human resources" adjusts easily. Persons insensitive to the effect of sexist language joke about the change. Persons who are empathetic will make the change graciously and willingly. Language change is an important component of a "positive action" program.

#### Policies And Procedures - Action 9

Formal policies and procedures, in non-sexist language, will facilitate the orderly and progressive integration of women into the management ranks. Present regulations need revision to meet "positive action" requirements. New approaches are required for workforce planning, training plans, personnel regulations and career planning.



## CONCLUSION

Womanpower is here to stay. Women have the strength and time to disrupt organizations in ways which we have not experienced previously. The decision on whether the women's revolution will be peaceful or violent depends on the reaction of political, social and business leaders. "Positive Action For Integrating Women Into Management" provides the framework for peaceful and rewarding utilization of all human resources. "Positive action" is for employers who wish to meet the social and productivity crisis in a positive, constructive, creative and responsible fashion.

### About The Authors

Joy Moore is Secretary-Treasurer and business manager of Management Renewal Limited, an Ottawa based consulting and training organization. Ms Moore is the co-developer of several programs for the organizational woman.

Frank Lavery is President, Management Renewal Limited, a Board Member of Organizational Renewal, Inc., a member of the Creative Education Foundation and the International Transactional Analysis Association. Frank has conducted workshops for more than 3000 men and women managers and speaks at national and international conferences and meetings.

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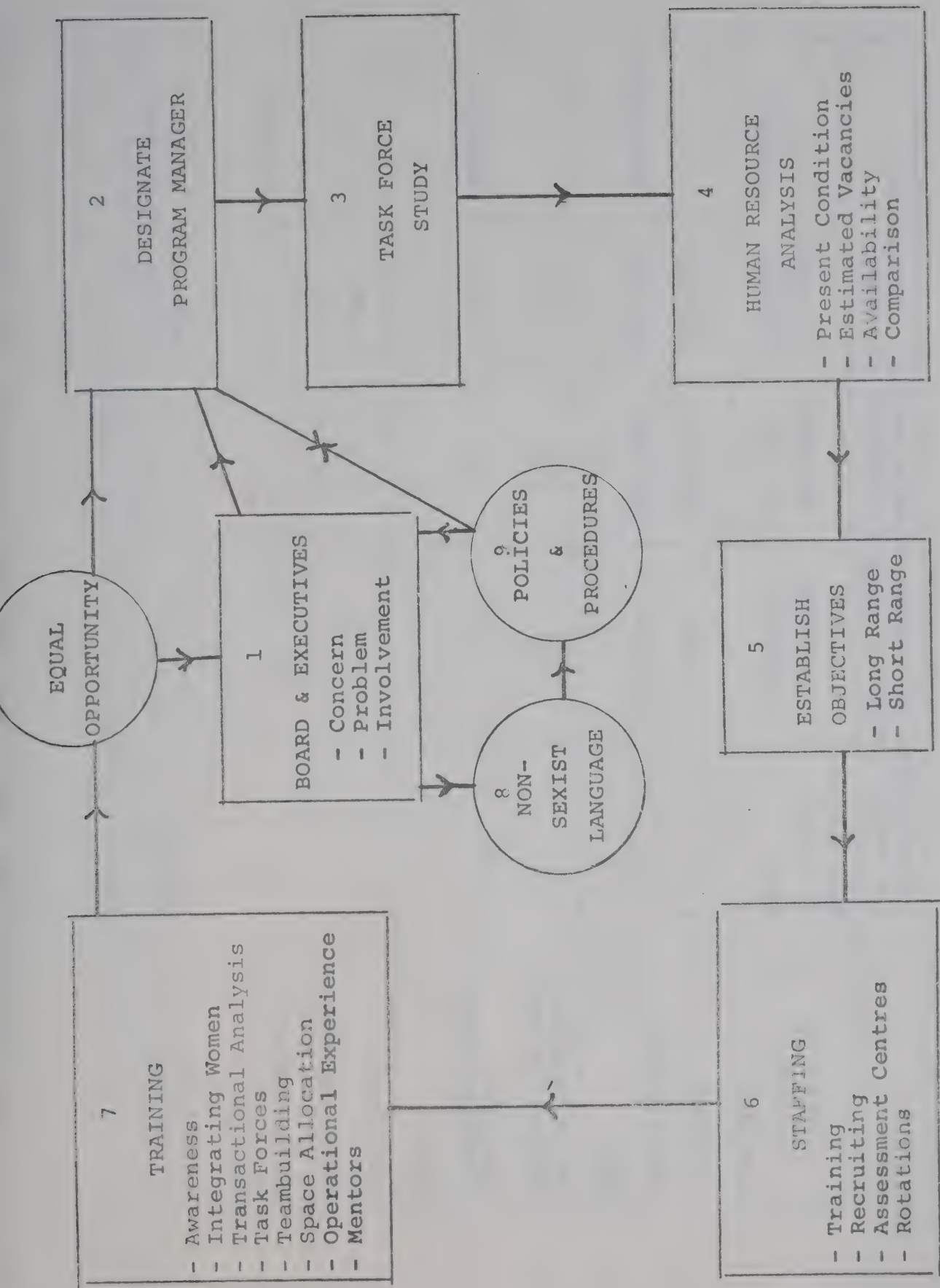


Figure 1. Positive Action For Women



PROGRAM: INTEGRATING WOMEN INTO MANAGEMENT					
Performance Indicators	Present Condition	Minimum Acceptable	Target	Maximum Probable	Feedback Point
<u>Quantity</u>					
Senior Management	0	1	2	3	Monthly
Middle Management	4	7	10	13	"
Supervisory	9	14	18	22	"
<u>Quality</u>					
Line/Operational Positions	1.5%	6%	9%	12%	Monthly
Revision To Non-Sexist Language	nil	70%	80%	90%	"
<u>Cost</u>					
Administration	nil	\$65,000	\$80,000	\$90,000	Quarterly
Staffing	\$1,000	\$7,200	\$9,000	\$10,500	"
Training					
- Direct	\$625.	\$17,000	\$18,000	\$21,000	Monthly
- Indirect	35 worker days (w/ds)	175 w/ds	200 w/ds	225 w/ds	"
<u>Time</u>	For period January 1, 1975 to December 31, 1975. Formal review of progress towards targets - quarterly.				

Figure 2. Program Objectives









